

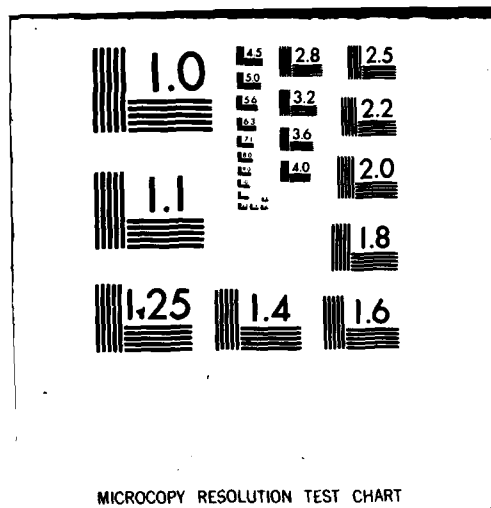
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DEVELOPMENT OF CRITERIA DIMENSIONS FOR EVALUATION OF PERFORMANC--ETC(U)
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DEVELOPMENT OF CRITERIA DIMENSIONS FOR
EVALUATION OF PERFORMANCE AND CAREER
DEVELOPMENT OF ENTRY-LEVEL OFFICERS

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John D. Sitterson, Jr., Warren P. Davis,
and Arthur L. Korotkin
American Institutes for Research

LEADERSHIP AND MANAGEMENT TECHNICAL AREA



U. S. Army

Research Institute for the Behavioral and Social Sciences

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20. Abstract

of them were developed. Through processes of analysis, refinement and coordination, as explained in the report, a list of nine "job performance dimensions" was developed. A principal product of this research is a seven-part matrix (Appendix D of the report) showing the relationship of the "job performance dimensions" and pertinent duty modules to entry-level positions, grouped by OPMS specialty.

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A complete set of Duty Module and Job Description material assembled by the Army Research Institute for the Behavioral and Social Sciences (ARI) to support a number of R&D efforts consists of the following nine volumes:

1. Army Officer Duty Module Manual. ARI Research Note 79-31, October 1975.
2. Duty Module Methodology for Officer Career Management System Development: Catalogue of Army Officer Duty Modules. ARI Research Note 79-32, October 1975.
3. Duty Module Methodology for Officer Career Management System Development: Task Data Bank Index. ARI Research Note 79-33, November 1975.
4. Duty Module Methodology for Officer Career Management System Development: Task Data Bank, Task List. ARI Research Note 79-34, October 1975.
5. Results of Field Survey to Evaluate an Experimental Set of Officer Duty Modules. ARI Research Note 79-35, January 1974.
6. Development of Criteria Dimensions for Evaluation of Performance and Career Development of Entry-Level Officers, ARI Research Note 79-36, November 1974.
7. Duty Module Relationship to Training and Experience Requirements in Career Development and Alternate Specialty Selections. ARI Research Note 79-37, February 1975.
8. Design and Validation of Additional Duty Modules for Engineer and Ordnance Officer Positions, ARI Research Note 79-38, February 1975.
9. Duty Module Methodology for Officer Career Management System Development, ARI Research Note 79-39, January 1976.

The set of duty modules and job descriptions contained in these nine volumes was developed by the American Institutes for Research (AIR) to meet a requirement for job information in an ARI research contract being executed by Educational Testing Service (ETS). This contract was part of the ARI research program on Career Progression (Information) Systems. These duty modules, developed for use in a career information system, have proved to be highly valuable for meeting a number of other research and developmental objectives.

The duty module concept evolved from interactions between the American Institutes for Research (AIR) and U. S. Army Research Institute for the Behavioral and Social Sciences (ARI). These interactions emerged from the AIR "Taxonomy" contract which was originally initiated and supported

by the Defense Advanced Research Projects Agency (DARPA). At the time monitorship of that contract was transferred from Air Force to Army, ARI was given the responsibility for redirecting the effort from an emphasis on experimental psychology principles to the field of personnel psychology. ARI proposed the development of a job taxonomy, based on a component of a duty position assignable to a single individual. This component could be considered as a building block for job re-engineering, useful for constructing TDA's or TO&E's, for tracking career progression of individuals, and for providing career information to Army personnel. It was hoped that such a job component would provide a common language as a basis for combining manpower requirements and resources, with the integration of training and career progression, into a single self-consistent operating system. AIR, continuing under contract supervision by ARI, developed this concept further and began referring to these job components as duty modules.

The reader is particularly urged to note that these duty modules were not specifically developed for use in developing or evaluating either school programs of instruction (POI) or the achievement of OJT objectives.

Current ARI research efforts are modifying and evaluating the duty module concept in order to provide a job component measure that is appropriate for use as a data element of a Training Information Feedback System (TIFS). The final form of this data element will reflect a greater concern for criticality of tasks and for the feasibility of defining criterion referenced standards corresponding to these tasks.

INTRODUCTION AND BACKGROUND

Nature and Objective of the Project

The concept of the "duty module", which the American Institutes for Research (AIR) have been developing under contract for the U. S. Army Research Institute for the Behavioral and Social Sciences (ARI), as further discussed below, appears potentially to have broad application to many areas of Army personnel management. Investigated in this project, in connection with the Army's new Officer Personnel Management System (OPMS), is an application to the development of criteria dimensions for evaluation of performance and career development of entry-level officers.

The specific technical objective prescribed in the contract for this project was: Through application of job analysis techniques, [to] examine job schedules and duty modules developed in contracts DAHC 19-73-C-0042 and DAHC 19-74-C-0026 and develop available duty modules into dimensions reflecting salient aspects of job performance in entry-level positions across applicable career specialties.

The "Duty Module" Concept

The duty module concept is an experimental system to codify job description information. Aims are to improve communications between personnel resource planners, assignment officers, manning table designers, etc.; to facilitate integration of common data bank information; and, ultimately, using ADP, to provide useful, accurate job description information to all concerned in ways not practicable heretofore. While the concept is adaptable to other large organizations and to civilian and enlisted personnel as well as officers, current development of the system is being directed toward support of the Army's OPMS.

A "duty module" as the term is used herein, is a codifiable cluster of related tasks--tasks that tend to go together, occupationally and organizationally, in meaningful ways. To be a useful duty module, each such task cluster must be a coherent, distinctive and relatively self-contained segment of significant work activity, and generally it should be applicable in a number of different positions. Thus such task clusters, when properly composed and standardized, become modular in being usable as "plug-in" units, like building blocks, for describing work activities extending across occupational specialties. Further information concerning duty modules is contained in the AIR final technical report, "Results of Field Survey to Evaluate an Experimental Set of Officer Duty Modules", January 1974, submitted under Contract DAHC 19-73-C-0042, and in the subsequent AIR interim reports on Contracts DAHC 19-74-C-0026 and DAHC 19-74-C-0048.

Previous Related Work

In related contracts during the period 1 October 1972 to September 1974, AIR has produced some 386 detailed Army officer job schedules based on in-depth individual incumbents. Of these, the initial group of 198 were jobs, both branch material and branch immaterial, to which Infantry and Quartermaster officer (up through the grade of Lieutenant Colonel) are assigned; they were the pilot branches for this undertaking. Subsequently added were 50 positions held by Engineer officers and 50 by Ordnance and Chemical officers. Later AIR conducted some 88 additional surveys in grades up to colonel, so as to provide at least some representative coverage across the 47 OPMS specialties. A proportion of these job schedules covered lieutenants' positions of the entry-level type. These entry-level job schedules have been used in the current project.

On the basis of analyses of the job schedules and related research, AIR thusfar has designed a total of 174 experimental duty modules, sets of which have been delivered to ARI under the contracts cited above. A list of these 174 duty modules is attached as Appendix A.

Field surveys to test the validity and application of the duty modules have been administered to some 654 officers, different from those in the original job schedules. The first such survey (in 1973), using an initial set of 93 duty modules, focused on designated Infantry and Quartermaster units and three full division headquarters, some 518 officers in all. It produced results highly favorable to the duty module concept, led to certain refinements, and otherwise generally validated the majority of the duty modules, all as analyzed in detail in the previously cited report on Contract DAHC 19-73-C-0042. Data from a recent smaller survey of an expanded set of duty modules, using varied test procedures, currently are being processed under Contract DAHC 19-74-C-0026; preliminary analysis indicates the results again to be quite favorable, generally in consonance with the previous survey and validating additional duty modules. A further survey is being conducted to obtain the views of experienced officers representing (ten each) most of the 47 OPMS specialties.

CURRENT PROJECT

Additional Duty Modules

Analysis of the OPMS Specialties (in DA Pamphlet 600-3) and the MOS manual (Military Occupational Specialties for Commissioned Officers, AR 611-01) indicated a need for a number of additional duty modules for entry-level positions in the OPMS specialties, beyond those already produced from the available job analyses and listed in Appendix A. It was possible to develop tentative headings judgmentally for some additional duty modules for entry-level jobs, proceeding on the basis of research of the documents listed above, plus pertinent organizational tables and field manuals, and calling upon the experience and knowledge available within the AIR project team. A list of 13 such tentative additional duty module headings is attached as Appendix B. These headings are used in matrices later in this project. Note that lower case letters are used in these duty module numbers (g-9, bb-1, etc.), so as to distinguish them from the actual, complete duty modules which have been produced.

Entry-Level Positions

A first requirement in this project, involving more problems than might have been expected, was simply to identify the pertinent entry-level positions to be analyzed. The first step was literature research. DA Pamphlet 600-3 identifies 30 of the OPMS specialties as being entry-level specialties. It also identifies MOS within each specialty--but not individual positions except as examples, although there are many useful examples. Nor does it define, nor need to for its purposes at the time, which MOS within an entry-level OPMS specialty are applicable to entry-level officers. The MOS manual sheds some light on such questions but leaves many unresolved. DA letter

(DAPE-MI), subject: "Expanded Use of Additional Skill Identifier (Project EASI)", 30 March 1973, provides guidance for the determination and identification of OPMS specialties for officer positions in authorization documents, and this system subsequently has been in the process of implementation throughout the Army. The AIR project team studied the foregoing source materials and has made extensive use of them in this project and the contract on additional duty modules for OPMS specialties. However, neither these basic documents nor even the available authorization documents (published before Project EASI) sufficed entirely for a categorizing of pertinent entry-level positions for each entry-level specialty.

As the next step, contact was made with the Office of the Director, Officer Personnel Directorate, U. S. Army Military Personnel Center to obtain data on entry-level positions and the distribution of the lieutenants assigned to them. That office granted permission for an AIR representative to work directly with the OPD career branches, which are responsible for assigning lieutenants to their entry-level positions. In general, the OPD career branches, which were all cooperative, had not isolated data on their assignments of new lieutenants over a period of time in terms of OPMS specialties. (It should be noted that OPMS is still in the early stages of its implementation with respect to lieutenants, even though impressive progress has been made in overall OPMS planning and implementing management.) However, all the branches had useful data, even though not uniformly arrayed. From such data it was possible to assemble a list of entry-level positions (or groupings of positions in some instances), arrayed by branch (not OPMS specialty), with estimated distribution of lieutenants initially assigned to such positions during the current year (with some differences

in exact period covered). Such a list of entry-level positions, by branch, is attached as Appendix C. Since this list was prepared informally, without further processing and validation, it should not be regarded as official or definitive, but it suffices for the purposes of this particular project.

As a third step, the more significant of the entry-level positions, in terms of distribution density within the branches, were selected and then rearranged under the OPMS specialties, using as a basis the OPMS-MOS framework from the research previously described. These entry-level positions, grouped by OPMS specialty, are arrayed on the horizontal axis in the set of matrices appended hereto as Appendix D, which is a primary product of this project.

As an exception, no attempt has been made in this project to portray airborne or aviation duties as distinct from the OPMS specialties and entry-level positions listed. For the purposes of this project, airborne positions are generally similar to their ground duty counterparts, with the addition of the airborne aspects, which can be represented by the Duty Module O-X-2 (Participates in airborne operations as a parachutist). Although aviation is not an OPMS specialty, aviation positions which could occur in several of the branches. Thus, for example, the position of "Aviation Officer" (MOS 6-1193) could well be added to the entry-level positions under Field Artillery, and so on with several other specialties; and appropriate duty modules could be selected from the "J" group (Army Aviation). However, a more precise definition of each specific aviation position would be needed for a proper assignment of specialized aviation duty modules (e.g., whether helicopter or fixed-wing pilot) and other duty modules (for staff duties, command of others, administration, etc.).

For such reasons, and because neither aviation nor airborne aspects fit well in the "common job dimensions" discussed below, they have not been included in the matrix at Appendix D.

Job Performance Dimensions

In the development of the job performance dimensions, the AIR analysts examined the job schedules (for lieutenants' positions) previously described, and applied judgment (using the experience and expertise available in the AIR team) in considering the additional entry-level positions (included in Appendix C) for which such job schedules were not available. Then the pertinent duty modules were considered, in the process of identifying those having broad, common skill requirements spanning as many of the 30 entry-level OPMS skill channels as possible. The entry-level positions were then re-examined to review their duty requirements, mold them into generalized statements of commonly applicable job dimensions, and identify needs for additional duty module coverage. (It was in this process that the additional duty headings listed in Appendix B were developed, as previously discussed.)

By the foregoing processes, some fourteen draft, tentative job dimension statements for entry-level positions were developed. Included was a tentative job dimension statement concerning leadership, to which both ARI and AIR attach great importance. These draft statements were discussed informally in coordination conference between ARI and AIR representatives, and then further refined. As one significant result of such coordination, it was decided to omit the leadership item from further treatment in this report. Because of its special nature and importance, extending across many duties and duty modules, the leadership factor is being addressed separately by ARI.

A refined list of nine job performance dimensions was developed and is presented as part of Appendix D.

Appendix D, as the primary product of this effort, is a matrix, in multiple sheets, using the list of job dimensions as one axis and the entry-level positions, arrayed by OPMS specialty, as the other. The duty modules for the job dimensions are identified, and the applications of job dimensions and duty modules to the various positions are shown by symbols which are explained in the notes on the matrix. (Note: The prefix "O" in the duty module headings, signifying an officer duty module as distinguished from enlisted, has been dropped in the matrix, since all modules treated herein are in the officer series.)

The matrix in Appendix D is largely self-explanatory. However, several points warrant further comment:

- First, it should be noted that the first six job performance dimensions (A-F) are fairly self-evident in substance from their own language. Also, they can be portrayed in further detail by commonly applicable duty modules which extend across the branches, OPMS specialties, military occupational specialties (MOS), and specific positions. These commonly applicable duty modules or groups of duty modules are:

- A-1, A-2
 - A-10
 - A-11
 - E-1, E-2
 - F-1

- Second, the patterns of application of the first six job dimensions (A-F) and the above listed duty modules are of two types, depending on whether the officers' positions are staff or line. The line, troop-leading positions (platoon leaders and comparable duties) tend to apply all of the first six job performance dimensions. The first two job dimensions (A, B) also apply to virtually all staff officers. With respect to the four job dimensions C, D, E, and F, it could be contended

that they also are likely to apply in some degree to lieutenants in staff positions. However, it was concluded that they did not usually apply in the same degree and manner, except in some instances where the staff position is combined with direct training and supervision of troops. Therefore, in order to sharpen rather than obscure the distinction, all marginal or questionable applications of job dimensions and duty modules have intentionally been omitted from the matrix. Thus, two sharply distinctive major patterns are seen, one for line positions and one for staff, with a few variations where warranted.

- Third, the two job performance dimensions G and H are not substantively self-explanatory, but need reference to specialized duty modules for substantive content. Simple "applicable" or "not applicable" determinations could be used in the matrix for the first six job dimensions. Here, however, the specialized duty modules for each position need to be identified insofar as possible, and are shown directly on the matrix. It should also be noted that the same duty modules are applicable to both job dimensions G and H, which therefore are grouped together on the matrix to avoid needless repetition. In this process, the tentative additional duty module headings listed in Appendix B have been applied as well as the actual duty modules listed in Appendix A. (Note: It is pointed out that the tentative duty module headings in Appendix B, their part in the job performance dimensions, and their application in the matrix were all derived judgmentally by the analysts, applying research and experience, but distinct from the empirical derivation of the other duty modules and job dimensions.)

- Fourth, the process of building the matrix identified the need for additional modules which could not be defined without further position

definition and/or job research beyond the scope of this project. Such cases are identified on the matrix by an asterisk (*). The necessity of using this device does not significantly diminish the validity of the stated job performance dimensions. However, it does evidence judgmental derivation and the need for the pertinent duty modules to be identified and developed if they are to be used for job descriptions or checklists for evaluating performance.

- Fifth, attention is invited to job dimension I, regarding additional duties. It is well established that entry-level officers usually have some significant additional duties which, although secondary to primary duties, should be taken into account in the evaluation of their performance. Therefore, a job dimension to reflect the existence and significance of such additional duties has been provided. In consonance with the duty module contract work to date, no attempt has been made to develop duty modules to cover additional duties. In some instances, however, some of the additional duties may fall wholly or partly under the job dimensions and duty modules applicable to primary duties.

- Sixth and finally, on the line in each matrix for duty module coverage, there is a symbol representing the degree and type of duty module coverage for each position as explained on the matrix. These symbols also are pertinent in distinguishing between judgmental and empirical derivations.

APPENDIX A

CATALOGUE LIST OF ARMY OFFICER DUTY MODULES
(BY AREA)

A. COMMAND MANAGEMENT, GENERAL MANAGEMENT, AND ADMINISTRATION

- 0-A-1 Performs unit administration
- 0-A-2 Performs general administration
- 0-A-3 Exercises military command authority
- 0-A-4 Performs command or general management
- 0-A-5 Supervises a staff section, detachment or office
- 0-A-6 Performs headquarters management staff functions
- 0-A-7 Performs special staff administrative and adjutant type functions
- 0-A-8 Directs, coordinates and supervises a staff
- 0-A-9 Performs executive staff secretariat functions
- 0-A-10 Counsels and evaluates subordinates as troop leader and takes action on personal problems
- 0-A-11 Supervises troop appearance and care and maintenance of materiel and facilities in unit

B. PERSONNEL

- 0-B-1 Performs manpower management staff functions
- 0-B-2 Performs personnel management staff functions
- 0-B-3 Performs staff functions pertaining to personnel services
- 0-B-4 Performs officer personnel management functions at departmental level
- 0-B-5 Directs or coordinates postal services for an installation or command

C. INTELLIGENCE

- 0-C-1 Performs combat intelligence staff functions
- 0-C-2 Performs counterintelligence and security staff functions in a general staff or coordinating staff
- 0-C-3 Performs foreign area strategic intelligence staff functions
- 0-C-4 Performs attache type intelligence functions
- 0-C-5 Performs aerial surveillance staff functions in a general staff or other coordinating staff
- 0-C-6 Performs intelligence staff functions concerning reconnaissance and surveillance (except special tactical air support functions)
- 0-C-7 Directs and conducts operations of counterintelligence unit
- 0-C-8 Conducts military intelligence collection operations in the field
- 0-C-9 Provides "Aggressor" support and other specialized military intelligence support for training activities

D. OPERATIONS & PLANS (STAFF)

- O-D-1 Performs operations staff functions in a General Staff or other coordinating staff
- O-D-2 Performs operations planning staff functions in a General Staff or other coordinating staff
- O-D-3 Performs air support staff functions in a General Staff or other coordinating staff
- O-D-4 Coordinates fire support for unit tactical operations
- O-D-5 Performs staff functions in preparations for, and partial or temporary operation of, a high level emergency operations facility
- O-D-6 Directs school troop operations of combat arms unit(s) at a service school center

E. ORGANIZATION, TRAINING

- O-E-1 Trains troops and/or civilian employees in units and activities
- O-E-2 Performs training staff functions
- O-E-3 Performs organization staff functions in general staff or other coordinating staff

F. LOGISTICS (STAFF, CONSUMER UNITS, AND COMPOSITE COMBAT SUPPORT COMMAND)

- O-F-1 Performs supply operations at consumer unit level
- O-F-2 Performs supply staff functions
- O-F-3 Performs equipment maintenance and readiness staff functions in a General Staff or other coordinating staff
- O-F-4 Performs transportation staff functions in a General Staff or other coordinating staff
- O-F-5 Performs logistical services staff functions in a General Staff or other coordinating staff
- O-F-6 Performs staff functions pertaining to motor vehicle maintenance and operation
- O-F-7 Performs general logistics staff functions in a high-level staff
- O-F-8 Performs staff functions concerning procurement of materiel
- O-F-10 Reviews, processes and coordinates military construction planning and programming (Major command or departmental level)
- O-F-11 Performs high level staffwork in reviewing and coordinating military base and facility requirements.
- O-F-12 Directs and controls operations of a combat support command or comparable composite combat service support organization

G. COMMUNICATIONS AND ELECTRONICS

- O-G-1 Performs special staff and operating functions pertaining to unit communications
- O-G-2 Performs special staff functions pertaining to communications-electronics
- O-G-3 Directs and controls operations of mobile wire communications support unit
- O-G-4 Directs and controls operations of mobile radio communications support unit

- 0-G-5 Establishes and controls mobile area signal center(s)
- 0-G-6 Manages communications--electronics facilities and services at major command post or operations center
- 0-G-7 Directs and controls fixed telecommunications center
- 0-G-8 Coordinates and/or controls communications-electronic services for military posts and comparable fixed installations

H. CIVIL-MILITARY AFFAIRS

- 0-H-1 Performs civil-military staff functions in a general staff or other coordinating staff
- 0-H-2 Plans and coordinates civil affairs unit operations
- 0-H-3 Plans and coordinates psychological unit operations

I. COMPTROLLERSHIP AND PROGRAM/PROJECT/PRODUCT MANAGEMENT

- 0-I-1 Performs program and budget staff functions
- 0-I-2 Performs management analysis staff functions
- 0-I-3 Conducts cost studies and analyses in financial management of a system, project or program
- 0-I-4 Performs or assists in overall life-cycle management of special materiel project, product or system
- 0-I-5 Performs overall programming, evaluation and review (PERT) staffwork in project/product management
- 0-I-6 Develops and designs budgetary methods and procedures for financial management systems

J. ARMY AVIATION

- 0-J-1 Performs special staff functions pertaining to Army aviation
- 0-J-2 Pilots rotary wing aircraft
- 0-J-3 Pilots fixed wing aircraft
- 0-J-4 Directs and controls higher echelon maintenance for Army aircraft
- 0-J-5 Performs Army aviation safety staff functions

K. RESEARCH, DEVELOPMENT, TEST AND EVALUATION

- 0-K-1 Performs staff functions pertaining to research and development
- 0-K-2 Conducts service or operational test and evaluation of developmental materiel
- 0-K-3 Coordinates test and evaluation of developmental materiel
- 0-K-4(*) Conducts bench-level laboratory research in the physical sciences
- 0-K-5 Coordinates research, development and testing concerning nuclear weapons effects (non-medical)
- 0-K-6* Coordinates or conducts operating-level research, development and engineering for developmental materiel or system (in designated field)

* Specialty or field also needs to be designated or indicated by code

L. OPERATIONS RESEARCH AND SYSTEMS ANALYSIS

O-L-1 Performs operations research analysis staff functions

M. ADP MANAGEMENT AND PROGRAMMING

O-M-1 Performs specialized automatic data processing (ADP) staff functions

N. EDUCATION, INSTRUCTION

O-N-1 Prepares and conducts formal instruction

O-N-2 Conducts ROTC activities at civilian education institutions

O. INFORMATION ACTIVITIES

O-O-1 Performs public information staff functions

O-O-2 Coordinates, and prepares materials for, command information or troop information activities

O-O-3 Manages radio station of the Armed Forces Radio and Television Service

O-O-4 Manages television station of the Armed Forces Radio and Television Service

P. AUDIO-VISUAL ACTIVITIES

O-P-1 Performs overall coordination and management of various audio-visual services for a major installation

O-P-2 Produces taped television or motion picture films for instructional or information purposes

U. TACTICAL DIRECTION OF COMBAT UNITS

O-U-1 Directs and controls tactical employment of combat unit (with maneuver elements)

O-U-2 Directs and controls Infantry mortars

O-U-3 Directs and controls tactical employment of reconnaissance and scout unit

O-U-4 Directs and controls Redeye type air defense weapons

O-U-5 Directs and controls Infantry antitank weapons

W. MISCELLANEOUS

O-W-1 Provides personal staff assistance to general officer

O-W-2 Directs and leads honor guard or ceremonial unit

O-W-3 Performs staff and coordinating functions pertaining to formal ceremonies

O-W-4 Performs unit liaison activities

O-W-5 Performs formal investigative staff functions

O-W-6 Performs military history staff functions

- 0-W-7 Provides advice and assistance for Army reserve components
- 0-W-8 Prepares doctrinal or formal instructional publications
- 0-W-9 Represents US forces in military standardization activities with other countries
- 0-W-10 Performs chemical staff functions in a combat or combined arms organization

X. INDIVIDUAL FUNCTIONS AND SPECIAL QUALIFIERS

- 0-X-1 Participates individually and directly in ground combat
- 0-X-2 Participates in airborne operations as a parachutist (MOS SQI prefix 7)
- 0-X-3 Performs specialized nuclear weapons effects analysis (MOS SQI prefix 5)
- 0-X-4 Performs staff and coordination functions concerning electronic warfare (MOS SQI prefix E)

AA. AIR DEFENSE ARTILLERY

- 0-AA-1 Directs and controls employment of light air defense artillery weapons
- 0-AA-2 Directs and controls HAWK type air defense launchers and missiles

BB. FIELD ARTILLERY

- 0-BB-4 Performs field artillery reconnaissance and survey functions
- 0-BB-5 Performs field artillery target acquisition functions

CC. MILITARY POLICE, LAW ENFORCEMENT, CRIMINAL INVESTIGATIONS

- 0-CC-1 Performs provost marshal staff functions for a installation or command
- 0-CC-2 Controls and participates in military police operation (non-combat)
- 0-CC-4 Directs and operates a military confinement facility
- 0-CC-5 Directs, controls, and/or participates in operations of criminal investigation unit, field office or agency
- 0-CC-6 Directs and operates criminal information center or system

EE. ENGINEERING

- 0-EE-1 Directs and controls engineering operations of a line combat engineer unit (other than headquarters and bridge units)
- 0-EE-2 Directs and controls portable bridging
- 0-EE-3 Directs and controls mobile water supply point unit operations
- 0-EE-4 Directs and employs atomic demolitions
- 0-EE-5 Performs engineer staff functions on a division corps, army, or comparable staff
- 0-EE-6 Directs and controls engineering operations of an engineer construction unit

- 0-EE-7 Directs and controls engineering operations of engineer construction support or heavy equipment unit
- 0-EE-8 Performs design, planning and monitoring of engineer unit construction projects
- 0-EE-9 Directs and controls facilities engineering services for an installation
- 0-EE-10 Prepares terrain study material
- 0-EE-11 Conducts engineering surveys
- 0-EE-12 Manages field production or revision of military maps (topographic and photo maps)
- 0-EE-13 Performs on-site supervision of engineer contract construction projects, and related ASPR contract administration
- 0-EE-14 Coordinates military construction activities in an engineer district
- 0-EE-15 Provides resident engineer district representation and services at a military installation
- 0-EE-16 Conducts engineer oriented strategic studies and analyses
- 0-EE-17 Plans and engineers construction and maintenance of military pipeline system

FF. LOGISTICAL SERVICE OPERATIONS (SPECIALIZED)

- 0-FF-1 Manages installation commissary
- 0-FF-2 Directs and coordinates national cemetery activities
- 0-FF-3 Manages officers' open mess
- 0-FF-4 Performs food service and advisor staff functions
- 0-FF-5 Directs and controls operation of mobile field laundry and bath units
- 0-FF-6 Directs and controls service unit or activity
- 0-FF-7 Performs purchasing and contracting functions under the Armed Services Procurement Regulations
- 0-FF-8 Directs and controls mortuary activities
- 0-FF-9 Manages materiel supply control for one or more specified commodities within an organization or activity
- 0-FF-10 Performs staff and operating functions concerning property disposal
- 0-FF-11 Performs contract administration functions under the Armed Services Procurement Regulations
- 0-FF-12 Coordinates materiel production and procurement activities for a major project or program
- 0-FF-13 Oversees contractor-operated government munitions plant
- 0-FF-14 Conducts explosive ordnance disposal (EOD) operations
- 0-FF-15 Performs high level coordinating staffwork concerning explosive ordnance disposal (EOD) matters
- 0-FF-16 Directs and controls chemical combat service support operations

GG. TRANSPORTATION (OPERATIONS AND SPECIALIZED FUNCTIONS)

- 0-GG-1 Coordinates military passenger traffic and movement operations
- 0-GG-2 Performs high-level management and coordination of military cargo shipments to and from overseas

- 0-GG-3 Coordinates cargo handling operations at military ocean terminal
- 0-GG-4 Directs or coordinates operations of deployable water terminal operating unit
- 0-GG-5 Directs and controls operations of amphibious truck unit
- 0-GG-6 Directs and controls operations of transportation truck unit
- 0-GG-7 Performs high-level highway traffic engineering staff functions

HH. SUPPLY AND MAINTENANCE SUPPORT OPERATIONS

- 0-HH-1 Directs parachute maintenance and aerial delivery equipment support
- 0-HH-2 Directs and controls petroleum supply unit
- 0-HH-3 Directs and controls supply unit or activity (except petroleum)
- 0-HH-4 Supervises parachute and aerial delivery equipment supply and maintenance
- 0-HH-5 Repairs parachute and aerial delivery equipment
- 0-HH-6 Supervises division heavy drop support
- 0-HH-7 Supervises packing of personnel parachutes
- 0-HH-8 Directs and controls repair of equipment from supported units
- 0-HH-9 Supervises storage and warehouse operations
- 0-HH-10 Directs and controls specialized support maintenance for artillery missile systems
- 0-HH-11 Directs and controls machine shop and metal-working
- 0-HH-12 Directs and controls special ammunition combat service support operations
- 0-HH-13 Exercises staff supervision and technical control over maintenance unit shop and support operations
- 0-HH-14 Performs technical staff coordination of parts supply aspects of GS or DS maintenance activities
- 0-HH-15 Manages parts supply activities (maintenance shop stock or user unit)
- 0-HH-16 Plans and coordinates parts supply aspects of materiel project/product management
- 0-HH-17 Directs and controls conventional ammunition supply and storage operations
- 0-HH-20 Coordinates large-scale bulk POL movement and storage operations overseas

II. FINANCE

- 0-II-1 Performs finance and accounting functions
- 0-II-2 Performs financial services staff functions for a deployable command

KK. CRYPTOLOGY, SPECIALIZED SIGNAL INTELLIGENCE AND SECURITY OPERATIONS, AND ELECTRONIC WARFARE

- 0-KK-1 Directs and conducts signal surveillance, intercept, intelligence and related electronic warfare operations (not in flight)
- 0-KK-2 Directs and conducts airborne signal intelligence operations (surveillance, intercept, locating, etc.)
- 0-KK-3 Directs, conducts and/or performs specialized cryptologic functions

APPENDIX B

TENTATIVE HEADINGS FOR ADDITIONAL OFFICER DUTY MODULES*

- g-9 Directs and controls installation, operation and maintenance of fixed telephone-digital switching and subscriber equipment.
- g-10 Directs and controls installation, operation and maintenance of fixed radio communication systems.
- aa-3 Directs and controls Nike-Hercules air defense launcher activities.
- aa-4 Performs battery-level fire control for anti-aircraft missile systems.
- aa-5 Directs and controls anti-ballistic missile (ABM) unit operations.
- bb-1 Directs and controls operations of field artillery cannon firing battery.
- bb-3 Directs and controls tactical employment of field artillery guided missile unit.
- bb-6 Performs field artillery forward observation functions.
- bb-7 Plans and coordinates field artillery operations and performs fire direction (above battery level) and fire support coordination.
- cc-3 Controls and participates in military police operations (combat support).
- ee-18 Directs and controls construction, operation, rehabilitation and maintenance of public works and utilities.
- ee-19 Plans, designs and directs construction of highways, roads, streets, and bridges.
- ee-20 Plans, directs and/or supervises construction, installation and maintenance of electrical power and lighting systems and facilities.

*Additive to consolidated list of completed modules, dated 1 October 1974, submitted to DA (ARI) under contract DAHC 19-74-C-0026 (AIR Project 45500).

APPENDIX C

INITIAL ASSIGNMENTS OF LIEUTENANTS BY BRANCH

Estimated
Distribution
by %

Branch and Positions

Adjutant General Branch

55	Assistant Adjutant (MOS 2110)
17	Platoon Leader on RA detail with an arm
8	Personnel Officer (MOS 2200)
8	ADP Officer (MOS 2402)
8	Recruiting Officer (MOS 2310, including Test Control Officer and Interview Officer)
4	Club Management Officer (MOS 4112); Special Services Officer (MOS 5000); and Information Officer (MOS 5505)

Air Defense Artillery

35	Platoon Leader, Nike Hercules unit (MOS 1180)
30	Platoon Leader, Hawk unit (MOS 1180)
18	Platoon Leader, Chaparral/Vulcan unit (MOS 1174)
16	Section Leader, Redeye unit (MOS 1174)
1	Race Relations Officer, and varied other positions

Armor

53	Platoon Leader, Tank unit (MOS 1203)
25	Platoon Leader, Cav. Squadron (MOS 1204)
20	Training Officer, [usually second officer in a Training Company] (MOS 2622)
2	Varied positions including Motor Officer, Assistant S-3, Admin. Officer, and Test Control Officer in Recruiting Office

Engineer

45	Platoon Leader, Combat Bn. Combat Co. (MOS 1331)
35	Platoon Leader, Construction Bn. Const. Co. (MOS 1328)
10	Platoon Leader, Construction Bn. Equip. & Maint. Co. (MOS 1328)
5	Platoon Leader, Topographic Bn. (MOS 7915)
5	Various Engineer positions [primarily in OCE for Lts with Master's or Doctor's degrees in unusual subjects, not in the usual entry-level category]

Field Artillery

30 Forward Observer (MOS 1193)
20 Training Officer with non-FA unit (MOS 2622)
8 Battery Assistant Exec. Officer (MOS 1193)
8 Battery Exec. Officer (MOS 1193)
6 Assistant Platoon Leader, FA unit (MOS 1190)
6 Section Leader, FA unit (MOS 1190)
4 Aviation Plt. Ldr. or Sect. Ldr. (MOS 6-1193)
18 Various non-tactical positions

Finance

30 Platoon Leader of unit of an arm [RA detail officer]
20 Chief Disbursing Officer [Post Fin. & Accounting
Office] (MOS 6201)
20 Chief, Examination & Pay [entitlements] Officer
[Post F & A] (MOS 6100)
10 Assistant Chief, Disbursing Officer [TO&E unit]
(MOS 6201)
10 Assistant Chief, Accounting Officer [F & A]
(MOS 6101)
5 Assistant Chief, Military Pay Officer [TO&E unit]
(MOS 6100)
5 Quality Edit Officer [TO&E unit] (MOS 6100)

Infantry

30 Platoon Leader, Mech. (MOS 1560)
20 Platoon Leader, Rifle Co. (MOS 1542)
15 Platoon Leader, Wpns. Plt. (MOS 1543)
15 Training Officer (MOS 2622)
5 Platoon Leader, Airborne (MOS 1542)
5 Aviation Officer (MOS 1981)
5 Instructor [Committee Group - faculty] (MOS 2622)
5 Varied duties including Recruiting, Induction Station,
Race Relations, ADP, Assistant S-3, Company Exec O.,
and Tactical Officer, OCB

Military Intelligence

35 Platoon Leaders [RA detail to an arm] [a few of these
are Company Exec. Officers, Training Officers, and
Assistant S-2's]
30 Cryptologists [ASA units] or related Comm. Center
duties (MOS 0221)
20 Assistant unit S-2, or in MI unit of Division
(MOS 1690, 9301)
15 Investigative Officer in USA Intelligence Agency
or Defense Investigative Service (MOS 9666)

Military Police

35	MP Officers in Post Camp & Station MP Companies [Platoon Leaders] (MOS 9110)
25	Platoon Leaders in MP Bns. (MOS 9110)
20	Platoon Leaders in Division MP Companies (MOS 9110)
15	Security Officers [may also be platoon leaders] in AMC or other installations (MOS 9110)
2	Race Relations Officers
2	Confinement Officers [Correctional Officers] (MOS 9121)
1	Special Service Officers (MOS 5000)

Signal

60	Platoon Leader, Sig. Bn., Combat Communications- Electronics (MOS 1010)
20	Platoon Leader, Sig. Bn., Fixed Telecommunications (MOS 0271, 0300)
10	Technical Staff Assignments
4	Training officer or faculty member of service schools
1	Audio-Visual assignments (MOS 8500, 8510, 8511, 8521, 8530)
5	Various other assignments

Ordnance

25	Plt. Ldr. Maint. Bn. (MOS 4815, 4808)
22	CBR Staff Officer (MOS 7314)
15	Maintenance Staff Position (MOS 4815, 4808)
10	Platoon Leader, Supply unit (MOS 4200)
10	Platoon Leader, Ammunition unit (MOS 4514)
4	E.O.D. unit officer (MOS 9224)
3	Platoon Leader, Special Ammunition unit (MOS 4517)
3	Supply Staff positions (MOS 4010, 4200)
3	Special Ammunition Staff positions
2	School Staff positions
2	R & D [Missiles]
1	Procurement

Quartermaster

35	Platoon Leader, Supply & Service Units (MOS 4200)
15	Platoon Leaders, Parachute Maint., Aerial Supply, Air Equip. Repair (MOS 4820)
15	Subsistence, Food Service & Commissary (MOS 4114, 4120, 4130, 4223)
15	Training Officers
10	POL Officers (MOS 4960)
5	Assistant S-4 [G-4] (MOS 4010)
5	Procurement

Transportation

65	Platoon Leaders, Truck Highway units (MOS 0660)
18	Platoon Leaders, Marine Terminal [Boat Co's & Term Co's] (MOS 0815, 0825)
10	Movements Control organizations (MOS 0693, 0694)
5	Platoon Leaders, Amphibious units (MOS 0668)
2	Various positions such as ADP and Aviators

APPENDIX D

MATRIX: JOB PERFORMANCE DIMENSIONS AND DUTY MODULES FOR ENTRY-LEVEL POSITIONS IN OPMS SPECIALTY FIELDS

This appendix consists of a seven-part matrix, each part in two pages that go together, showing the application of "job performance dimensions" and duty modules to entry-level positions in the 30 OPMS entry-level specialties. In each two-page part the left sheet, showing the nine common "job performance dimensions", is the same. The seven right-hand sheets break the 128 entry-level positions into page-size parts, for convenient handling, each such sheet relating to the same left-hand sheet. Further explanation is provided in notes on the matrix and in the left of the report.

**JOB PERFORMANCE DIMENSIONS AND DUTY MODULES FOR
ENTRY LEVEL POSITIONS IN OPMS SPECIALTY FIELDS**

- Notes:**
1. Applicability of the listed duty modules is indicated by a plus sign (+) in the matrix.
 2. Also includes administrative aspects of other applicable duty modules.
 3. Specialized modules apply as shown in the matrix. Lower case letters are for tentative headings developed for modules not yet completed.
 4. Asterisk (*) indicates specialized module needed, not yet developed or titled.
 5. No duty module coverage provided. Applicability marked by minus sign (-).
 6. Duty module coverage for Job Dimensions G and H is the same.

JOB PERFORMANCE DIMENSIONS	DUTY MODULES Note 1
A. Attends to administrative details.	A-1, A-2 Note 2
B. Prepares correspondence, memoranda and reports.	A-1, A-2 Note 2
C. Advises, counsels and assures that proper assistance is provided subordinates in resolving their personal problems.	A-10
D. Maintains proper standards of appearance and condition of subordinates and their weapons equipment and facilities.	A-11
E. Conducts instruction and training of subordinates in accordance with their needs and guidance from next higher commander or supervisor.	E-1, E-2
F. Performs user level supply management by stating requirements, keeping track of quantities on hand and overseeing storage, issue, use and accounting of supplies.	F-1
G. Demonstrates knowledge of equipment, techniques, tactics and/or procedures needed in performance of his duties.	Notes 3, 4, 6
H. Directs, controls, and/or coordinates employment of personnel and equipment to achieve timely accomplishment of mission(s).	Notes 3, 4, 6
I. Performs additional duties that may be required of him such as Duty Officer, Officer of the Day/Guard, Voting Officer, PX Inventory Officer, etc.	Note 5

Notes (contd): 7. Duty module coverage code (Job Dimension I excluded in all cases):

- 1- Complete. All duty modules completed for primary duty assignments.
- 2- Coverage includes headings (indicated by lower case letters) for duty modules tentatively titled and so listed but not yet completed.
- 3- Coverage is or may be incomplete; further research and/or job definition needed.

8. The term "Unit Cdr", corresponding to the MOS terminology, does not mean actual command of a company, battery, etc., but refers to troop-leading positions for LTs such as Platoon Ldr, Section Ldr, Co/Btry Exec. Asst. Exec, etc.

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Position Title and MOS (Note 8)	Air Defense Artillery						Armor			Finance			Field Artillery					
	1111 Safeguard Unit Cdr	1115 Safeguard Staff O.	1174 Lt ADA Unit Cdr	1176 Comp ADA Unit Cdr	1180 AD Missile Unit Cdr	2162 Opns Off, Bn-Div	1203 Tank Unit Cdr	2104 Armd. Recon. Cdr	2162 Opns Off, Bn-Div.	6100 Fin & Accounting O.	6101 Accounting Officer	6201 Finance Disburs. O.	1154 Target Acquisit. O.	1183 Recon & Survey O.	1190 Ballistic Missile Unit Cdr	1193 FA Unit Cdr	1193 FA Forward Observer	2162 Opns Off, Bn-Corps Arty
DUTY MODULE COVERAGE (Note 7)	2	3	1	1	2	2	1	3	1	3	3	3	1	1	2	2	2	2
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C	+		+	+	+		+	+							+	+	+	
D	+		+	+	+		+	+							+	+	+	
E	+		+	+	+	+	+	+	+				+	+	+	+	+	+
F	+		+	+	+		+	+							+	+	+	
G and H	aa-6	*	AA-1	AA-1	AA-2	D-1	U-1	U-3	D-1	II-1	II-1	*	BB-5	BB-4	bb-3	bb-1	bb-6	D-1
					aa-3 aa-4	D-2 aa-5		*	D-2	*	*							D-2 bb-7
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Position Title and MOS (Note 8).	Infantry				Cryptology				Tact/Strat Intel.		Counterintel/ Human Intel (HUMINT)				Law Enforce- ment			
	1542 Infantry Unit Cdr	1543 Heavy Mortar Unit Cdr	1560 Infan Unit (Mech) Cdr	2162 Opns Off Bn-Div	1691 Crypto & EW Unit Cdr	9610 ECM Staff O.	9620 Sig Intel O.	9630 Sig Security Staff O.	9640 EW/Crypt Staff O.	1690 MI Unit Cdr	9301 Tact Intel Staff O.	9309 Aerial Survel. O.	1690 MI Unit Cdr	9666 C/Intel O.	9668 Area Intel O.	9307 Instal/Intel O.	9110 Mil Police Unit O.	9121 Correctional O.
DUTY MODULE COVERAGE (Note 7)	1	1	1	1	3	3	1	3	2	1	1	1	1	1	3	1	2	1
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C	+	+	+		+					+			+				+	+
D	+	+	+		+					+			+				+	+
E	+	+	+	+	+					+			+				+	+
F	+	+	+		+					+			+				+	+
G and H	U-1	U-2	U-1	D-1	kk-3	*	KK-1	*	kk-3	C-7	C-1	C-5	C-7	C-2	C-8	C-2	CC-2	CC-4
	U-3		U-3	D-2	*	*	KK-2	*	*	C-8	C-2	C-6	C-8		*		CC-3	
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Position Title and MOS (Note 8)	Combat Comm-Elec							Fixed Telecomm. Systems					Comm-Elec Engr (Note 9)					
	0205 C-E Staff 0 w/Combat Unit	0220 Area Sig Cntr Unit 0.	0221 Tactical Comm Cen 0.	0405 Tel-digit Unit 0.	0425 Cable Unit 0.	0505 Radio Unit 0.	1010 Combat Signal Unit Cdr	0213 Post C-E Staff 0.	0221 Comm Cen 0.	0300 Fixed Plant Signal Unit 0.	0405 Tel-Digit Unit Comm 0.	0505 Radio Systems 0.	0205 C-E Staff 0.	7601 Electronics Engineer	7611 Electrical Engineer	7750 C-E Staff Engineer	7860 Radio Engineer	7881 Radio Freq Engineer
ENTRY MODULE COVERAGE (Note 7)	1	1	1	1	1	1	1	1	1	2	2	2	3	3	3	3	3	3
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C		+	+	+	+	+	+			+								
D		+	+	+	+	+	+		+	+	+	+						
E	+	+	+	+	+	+	+	+	+	+								
F	+	+	+	+	+	+	+	+		+								
G and H	G-1 G-2	G-5	G-3 G-6	G-3 G-6	G-3	G-4	G-3 G-4	G-8	G-7	G-7 gg-9 gg10	gg-9 gg10	gg10	G-2 *	K-3 K-6 *	*	*	*	*
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: 9. For Communications-Electronics Engineering, some initial LT assignments may be in positions in other C-E specialties.

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Position Title and MOS (Note 8)	Engineer																	
	0663 Engr Equip O.	1328 Engr Const Unit Cdr	1331 Combat Engr Unit Cdr	1342 Portable Bridge Cdr	4010 Supply O.	4940 Water Sup. Unit Cdr	7010 Engr Staff O.	7020 Pub Wks & Util O.	7110 Const Engr	7130 Facil Engr	7140 Hwy Engr	7611 Elec Engr	7900 Civil Engr	7902 Soils Engr	7915 Topo. Engr.	7932 Pipeline Engr (Staff)	7940 Geologist	8311 Geographer
JTY MODULE COVERAGE (Note 7)	1	1	1	1	1	1	1	2	1	1	2	2	1	3	1	1	3	3
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C	+	+	+	+		+				+								+
D		+	+	+		+				+								+
E		+	+	+		+				+								+
F		+	+	+		+				+								+
G and H	F-3 F-6	EE-6 EE-7	EE-1	EE-2	F-1 F-2	EE-3	EE-5 EE-16	ee-18 EE-8 EE-13 EE-14 EE-15	EE-9	ee-19 EE-8 EE-11	ee-20	EE-8 EE-11	EE-10	EE-12	EE-17	EE-10	EE-16	*
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Position Title and MOS (Note 8)	Audio-Vis. Instr. Tech					Chemical						Munitions Materiel Mgmt.				Aviation Materiel Mgmt.	C-E Mat. Mgmt.	
	8500 Photo/Audio-Vis. Unit O	8510 Audio-Vis. Staff O.	8511 Mot. Pict/TV Dir. :	8521 Mot. Pict/TV Aud-Vis. Writer	8530 Audio-Vis Instr. Tech O	7300 Chemical Engr	7314 Chemical Staff O.	7315 Cm. Combat Svc. Supp O.	7318 Organic Chemist	7319 Chemist	7360 Cml. Munit. Devel. O.	4514 Conv. Ammo. Unit O.	4517 Sp. Ammo. Unit O.	7320 Munition Prod. O.	9224 EOD O.	4420 Aircraft Supply O.	4823 Aircraft Maint. O.	4925 Elec Maint O.
DUTY MODULE COVERAGE (Note 7)	1	1	1	2	1	3	1	1	3	3	3	1	1	1	1	1	2	3
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C	+							+				+	+		+			
D	+							+				+	+		+			
E	+							+				+	+		+			
F	+							+				+	+		+			
G and H	P-1	P-1	PP-2	pp-3	PP-2	* KK-4	W-10	FF-16	* K-4	* K-4	* K-3 K-4 K-6	HH-17	HH-12	FF-13	FF-14 FF-15	HH-3	J-4	HH-8
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Position Title and MOS (Note 8)	Marine & Terminal Opns.					Personnel Administration							Arm. Mat. Mgmt.	POL Mgmt	Club Mgmt	Tank & Ground Mob. Mat. Mgmt.			
	0668 Amphib Craft Unit Cdr	0801 Harbormaster	0804 Cargo Handling Unit Cdr	0815 Port Opns O.	0825 Harbor Craft Unit Cdr	0030 Postal O.	2110 Adj. or AG	2120 Admin O.	2200 Personnel O.	2239 Psychologist Asst	5000 Rec Svc O.	5241 Band Leader	4808 Arm. Maint Unit Cdr or Shop O.	4808 Arm. Maint. Staff Officer	4960 POL Supply Unit O.	4112 Club Mgmt. O.	0600 Motor O.	4815 Mech Maint Staff O. Maint. Unit	4815 Mech Maint Cdr/Shop O.
DUTY MODULE COVERAGE (Note 7)	1	3	1	1	3	1	1	1	1	3	3	3	1	1	1	1		1	1
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C	+		+		+								+	+					+
D	+		+		+								+	+					+
E	+		+		+								+	+					+
F	+		+		+								+	+					+
G and H	GG-5	gg-8	GG-3	GG-3	gg-9	B-5	A-7 B-2	A-7 B-1 B-2 B-3	B-1 B-2 B-3	*	*	*	HH-8 HH-11 HH-15	HH-13 HH-14	HH-2	FF-3	F-6	HH-13 HH-14 HH-15	HH-13 HH-14 HH-15
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Position Title and MOS (Note 8).	Constr & Marine Mat. Mgmt Spec.			Food Mgmt			Gen. Troop Spt Mat Mgmt			Traf. Mgmt.			Hwy & Rail Opns			Missile Ma Mgn		
	7211 Marine Hull Maint. O.	7211 Marine Engine Maint. O.	4200 Supply & Svc Unit Cdr	4114 Food Advisor	4130 Subsistence O.	4223 Commissary O.	4200 Supply & Svc Unit Cdr	4200 Supply & Svc Staff O.	4201 Supply Mgmt O Records or Inven.	4820 QM Paramaint/ Aerial Supp. Unit O.	0612 Field Trans O.	0693 Traffic Mgmt O.	0694 Trans Mgmt O.	2640 Troop Mgmt O.	0600 Hwy Trans Plans O.	0615 Hwy Traffic Engr.	0660 Hwy Trans Unit Cdr	4516 Missile Maint Unit O.
DUTY MODULE COVERAGE (Note 7)	3	3	3	1	1	1	1	3	1	1	3	3	3	3	3	1	1	1
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C			+				+			+							+	+
D			+			+	+			+							+	+
E			+			+	+			+							+	+
F			+				+			+							+	+
G and H	*	*	HH-3 *	FF-4	FF-1 HH-3	FF-1	HH-3 HH-9 FF-5	F-2 F-5	HH-9	HH-1 HH-4 HH-5 HH-7	F-4 GG-1 GG-3 GG-4	GG-1 *	GG-1 GG-2 GG-3 *	GG-1 *	GG-1 GG-2 *	GG-7	GG-6	HH-10
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-